Brigade S-1 Operations Course

Communicate Army Human Resources Doctrine

May 2016

Senior Leader Training Division
Adjutant General School

TERMINAL LEARNING OBJECTIVE

ACTION: Communicate Army Human Resources (HR) Doctrine

CONDITIONS: Given classroom instruction, assigned readings, FM 1-0 (Human Resources Support), ADP 3-0 (Unified Land Operations), ADRP 3-0 (Unified Land Operations, ADRP 6-0 (Mission Command), FM 6-0 (Commander and Staff Organization and Operations) and awareness of the Operational Environment.

STANDARD: Demonstrate an understanding of HR doctrine through classroom participation, practical exercises, and scoring 70% or higher on the Brigade S-1 Operations Course final exam.

39th Chief of Staff of the Army Initial Message

39th Chief of Staff of the Army
Initial Message to the Army

We have the most skilled, ethical, and combat hardened Army in our Nation's history. No matter where we are around the world, America's Soldiers are displaying courage, commitment and character. We are demonstrating unparalleled competence and agility. And no matter the challenge, no matter how complex the environment or how dangerous the situation, our Soldiers fight and win.

I am honored to lead this remarkable team.

I have three priorities:

#1. Readiness: (Current Fight) Our fundamental task is like no other – it is to win in the unforgiving crucible of ground combat. We must ensure the Army remains ready as the world's premier combat force. Readiness for ground combat is – and will remain – the U.S. Army's #1 priority. We will always be ready to fight today, and we will always prepare to fight tomorrow. Our most valued assets, indeed, the Nation's most valued assets, are our Soldiers and our solemn commitment must always be to never send them into harm's way untrained, poorly led, undermanned, or with less than the best equipment we can provide. Readiness is #1, and there is no other #1.

#2. Future Army: (Future Fight) We will do what it takes to build an agile, adaptive Army of the future. We need to listen and learn – first from the Army itself, from other services, from our interagency partners but also from the private sector, and even from our critics. Developing a lethal, professional and technically competent force requires an openness to new ideas and new ways of doing things in an increasingly complex world. We will change and adapt.

#3. Take Care of the Troops: (Always) Every day we must keep foremost in our minds our Soldiers, Civilians, and their Families. Our collective strength depends on our people - their mental and physical resilience is at our core. We must always treat each other with respect and lead with integrity. Our Soldiers are the crown jewels of the Nation; we must love them, protect them, and always keep faith with them.

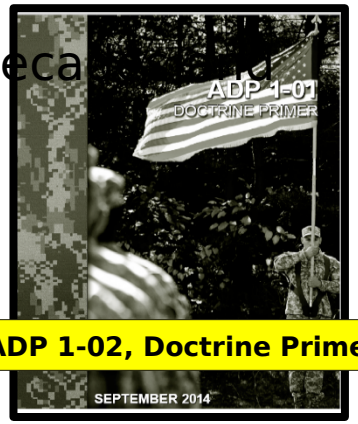
I am honored and proud to serve with you. Thank you for your service and commitment to a cause larger than yourselves.

Army Strong!

MARK A. MILLEY
General, United States Army
39th Chief of Staff of the Army

Doctrine Defined

- **The body of professional knowledge that guides how Soldiers perform tasks**
- **Establishes the common language of the profession to ensure a shared understanding**
- Is not established arbitrarily, nor is it static. It is based on deca often centuries of experience
- Provides a coherent vision of warfare
- Enhances operational effectiveness
- Provides a common frame of reference and cultural perspective
- Discusses Army contributions to unified action
- States and fosters desirable traits in Soldiers and leaders
- **Just as physicians must remain proficient and current regarding the body of medical knowledge, Army professionals must remain**



ADP 1-02, Doctrine Primer

Objective of HR Support

- **Provide commanders the required forces for missions and supporting leaders and Soldiers at all levels**
- Maximize operational effectiveness of the total force by anticipating, manning, and sustaining military operations
- HR providers must understand the fluid nature of Army policies and procedures within the HR domain
- Monitor and implement changes and understand the intent of these changes in order to best support the force

Focus of HR Support

- Outcome-oriented actions:
  - **Effective HR practices: “doing the right things”**
  - **Efficient HR practices: “doing things right”**
- A strategic and collaborative effort
- Agile and clear HR policies
- Competency-based skills
- Self development

Army Campaign Plan

- Missions as a member of the Joint Force
- **Regionally aligned forces (SRM)**
- Missions at home and support of civil authorities
- **Training**
- Force Structure
- **Ready and Resilient (R2) campaign**
- **Sexual Harassment/ Assault Response and Prevention (SHARP) Program**
- **Suicide Prevention**
- **Role of Women in the Army**

- Recruitment and Retention
- Role of the Army civilian
- **Compensation reform**
- Equipment modernization
- Equipment reset & retrograde
- Organic and commercial industrial base
- Installations
- Energy and sustainability
- Business transformation

2017 Army Posture Statement

- **Adapt to New Strategic Realities**
- **The Foundation of America's Defense**
- **Ready to Fight Tonight**
- **Strengthen Army Readiness**
- **Modernization: Equipped to Fight**
- **Soldier, Civilians, and Families: Our Greatest Asset**
- **The Army's Budget Request**

FM 1-0, Human Resources Support

Chapter 1: Human Resources Support

Chapter 2: Human Resources Organizations and Human Resources Staff Elements

Chapter 3: Manning the Force

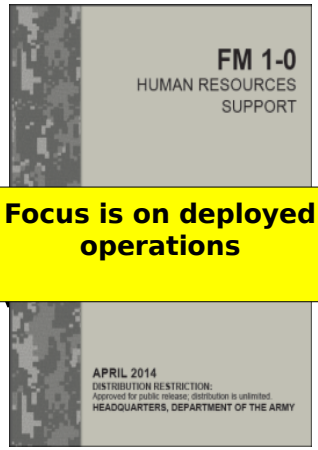
Chapter 4: Provide Human Resources Se

Chapter 5: Coordinate Personnel Support

Chapter 6: Human Resources Planning and Operations

Chapter 7: Theater Opening and Redeployment Operations

Chapter 8: Civilian Support



Focus is on deployed operations

Warfighting Functions

Warfighting Function: Group of tasks and systems (people, organizations, information,
processes) united by a common purpose that Commanders use to accomplish missions and
training objectives.

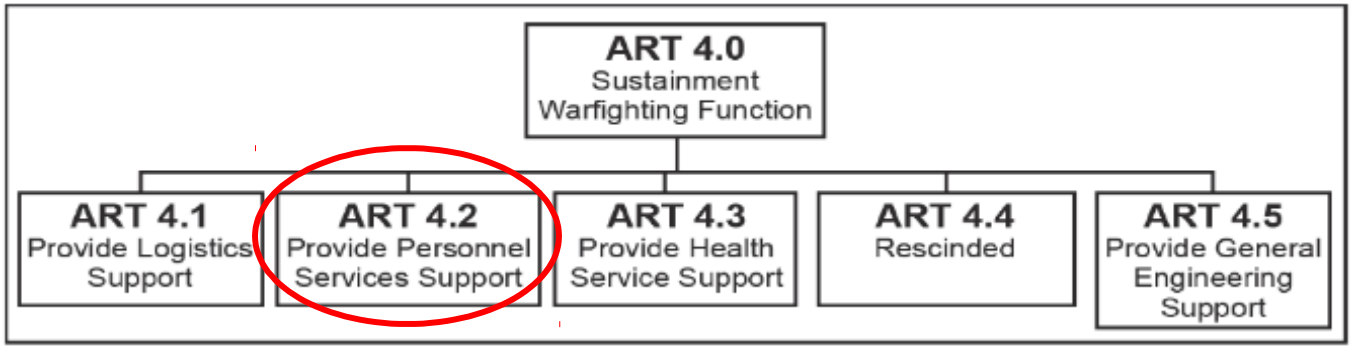
- Mission Command
- Movement and Maneuver
- Intelligence
- Fires
- Protection

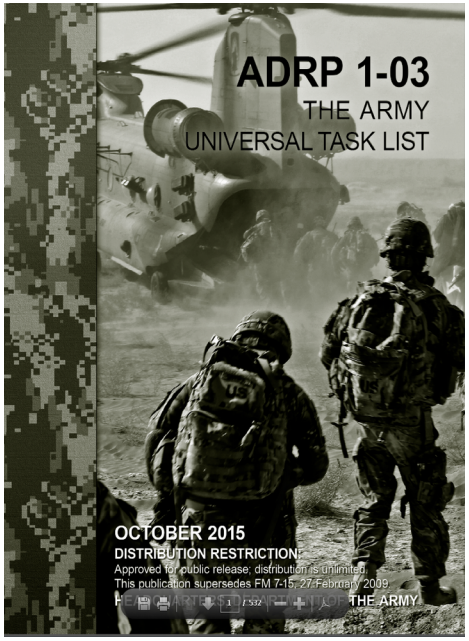
Service Support necessary to maintain and prolong operations until mission accomplishment

Logistics	Personnel Services	Health Service Support
■ Maintenance ■ Transportation ■ Supply ■ Field Services ■ Distribution ■ Contracting ■ General Engineering Support	■ **Human Resources Support** ■ **Financial Management** ■ **Legal Support** ■ **Religious Support** ■ **Band Support**	■ Organic and Area Medical Support ■ Hospitalization ■ Dental Care ■ Behavioral Health ■ Clinical Laboratory and CBRN Patients ■ Medical Evacuation ■ Medical Logistics

ADP 4-0

Army Universal Task List (AUTL)



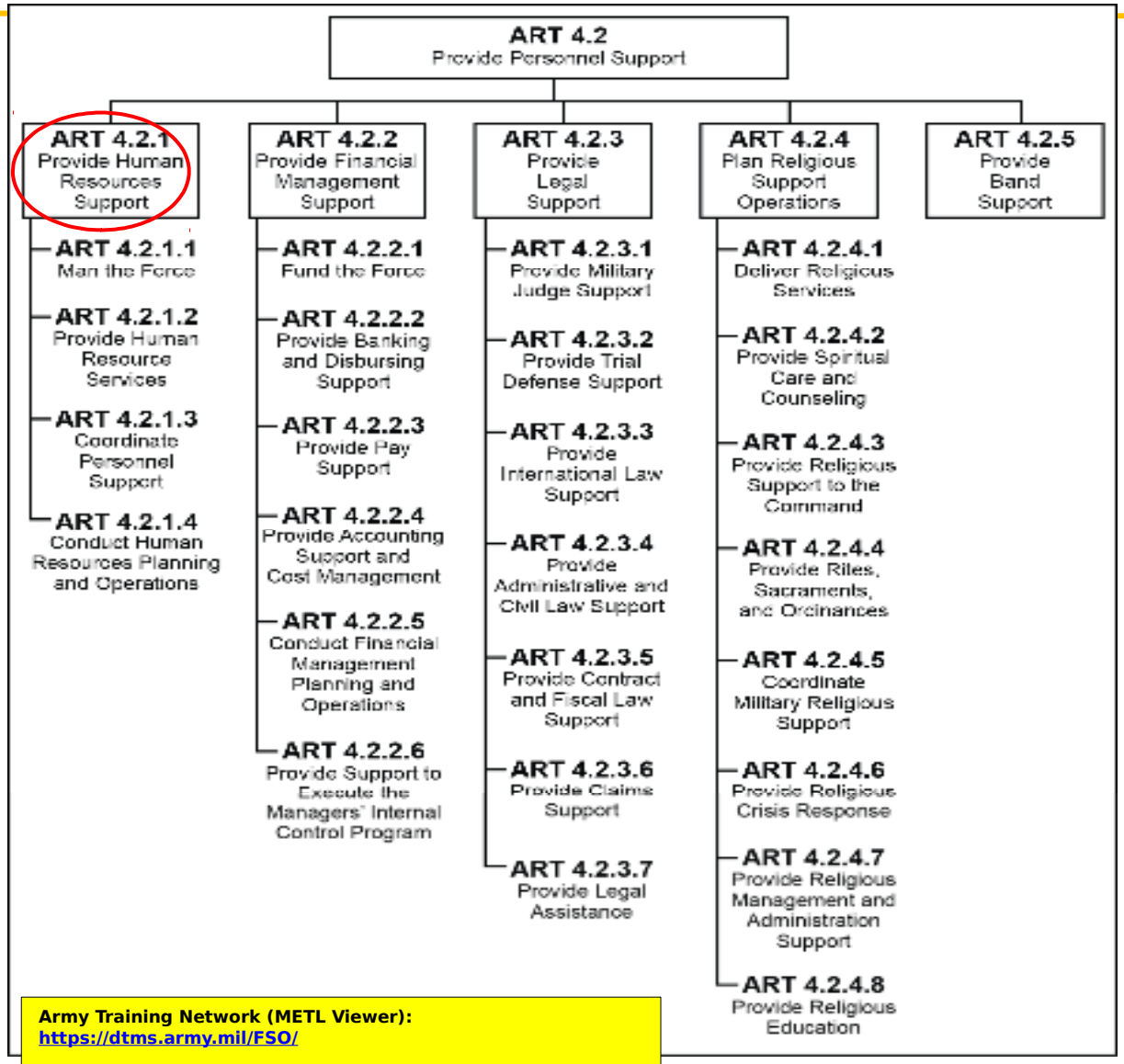


- **The sustainment warfighting function is the related tasks and systems that provide support and services to ensure freedom of action, extend operational reach, and prolong endurance.**

- **The endurance of Army forces is primarily a function of their sustainment.**

- **Sustainment determines the depth and duration of Army operations. It is essential to retaining and exploiting the**

Provide Personnel Support
Army Universal Task List (AUTL)



Army Training Network (METL Viewer):
https://dtms.army.mil/FSO/

- **Personnel services are those sustainment functions related to Soldiers' welfare, readiness, and quality of life.**
- **Personnel services complement logistics by planning for and coordinating efforts that provide and sustain personnel.**

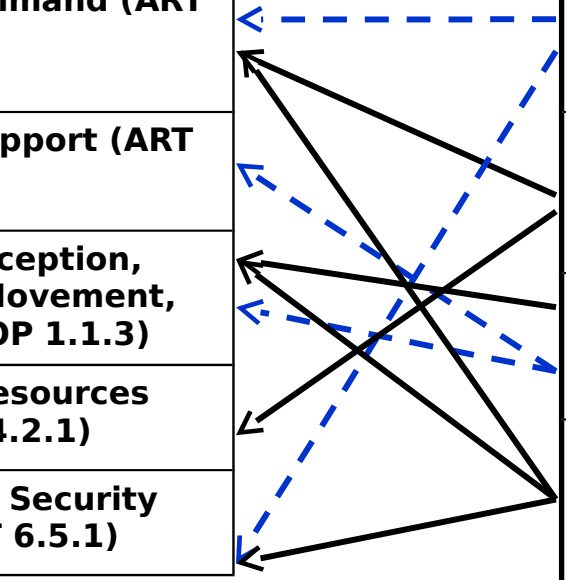
METL Crosswalk

Sustainment Brigade METL

- Conduct Mission Command (ART 5.0)
- Provide Logistics Support (ART 4.1)
- Conduct Joint, Reception, Staging, Onward Movement, and Integration (OP 1.1.3)
- Provide Human Resources Support (ART 4.2.1)
- Conduct Area Base Security Operations (ART 6.5.1)

S-1 METL

- Man the Force (ART 4.2.1.1)
- Provide Human Resources Services (ART 4.2.1.2)
- Coordinate Personnel Support (ART 4.2.1.3)
- Conduct Human Resources Planning and Operations (ART 4.2.1.1)



→ Directly supports METL

⇢ Indirectly supports METL

Human Resources Core Competencies

Provide Human Resources Support

KEY FUNCTIONS

- **Man the Force (ART 4.2.1.1)**
  - Personnel Readiness Management (ART 4.2.1.1.1)
  - Personnel Accountability (ART 4.2.1.1.2)
  - (ART 4.2.1.1.4)
  - Retention Operations (ART 4.2.1.1.5)

  The objective of Man the Force is to ensure the right people are in the right place with the right skills at the right time.

- **Provide HR Services (ART 4.2.1.2.)**
  - Conduct Casualty Operations

  The objective of Provide Human Resources Services is to deliver human resources support which directly impact a Soldier's status, assignment, qualifications, financial status, career progression, and quality of life which allows the Army leadership to effectively manage the force.

- **Coordinate Personnel Support (ART 4.2.1.3)**

  The objective of Coordinate Personnel Support is to provide activities which contribute to unit readiness by promoting fitness, building morale and cohesion, enhancing quality of life, and by providing recreational, social, and other support services for Soldiers, DOD Civilians, and

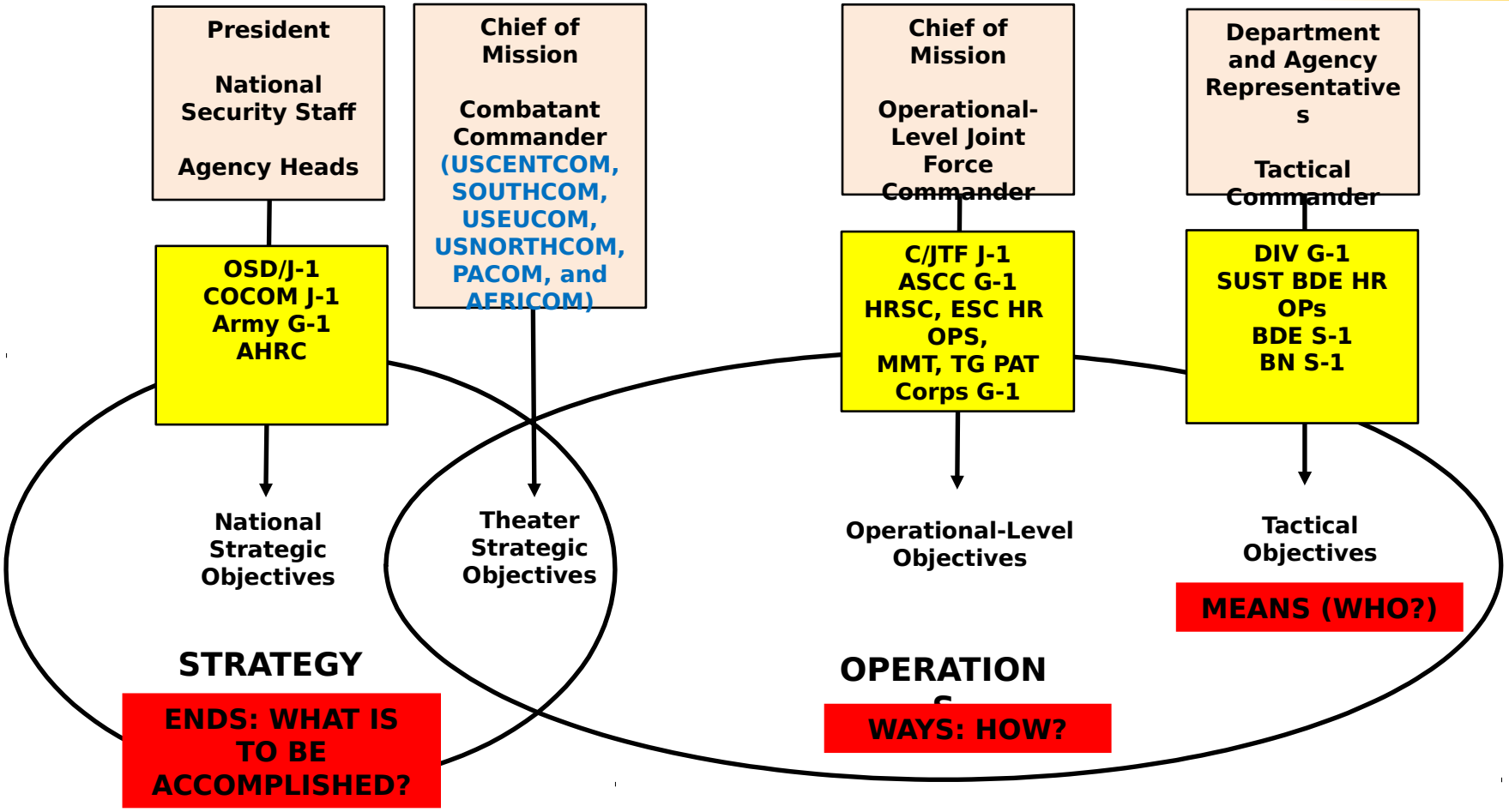
- **HR Planning and Operations (ART 4.2.1.4)**
  - Perform HR Planning (ART 4.2.1.4.1)

  Conduct HR Planning and Operations is the means by which an HR provider articulates HR operations (beginning to ending) to support the operational commander's mission requirements.

Enduring Principles of HR Support

Anticipation	**Anticipation**: intuition to foresee events and requirements in order to initiate the appropriate HR support
Accuracy	**Accuracy:** HR providers must understand their HR systems and that data input at the lowest level has a direct impact on decisions being made by our senior leaders
Timeliness	**Timeliness:** ensures our senior leaders have access to relevant HR information and analysis that support current and future operations
Integration	**Integration:** maximizes efficiency by joining all elements of HR support (tasks, functions, systems, processes, and organizations) with operations
Synchronization	**Synchronization:** ensures HR support is aligned **with military actions** to produce maximum readiness and operational capabilities at the right place and time
Responsiveness	**Responsiveness**: the ability to meet ever-changing requirements on short notice; it involves identifying, **accumulating**, and maintaining sufficient resources, **capabilities**, and relevant information to enable commanders to make rapid decisions.

Levels of War Relationships



UNIFIED ACTION

Human Resources Representative at each level

JP 3-0: JOINT OPERATIONS, PAGE

Check on Learning

1. Identify and explain the Army's three levels of war?

The levels of war define and clarify the relationship between strategy, operational approach, and tactical actions. They correlate to specific levels of responsibility and planning. The levels clearly distinguish responsibilities and actions performed at each echelon.

2. What are the three sub-functions under the Sustainment Warfighting Function?

Logistics, Personnel Support, Health Service Support

Check on Learning

3. Identify and explain the six HR Enduring Pr

1.Anticipation
2.Accuracy
3.Timeliness
4.Integration
5.Synchronization
6.Responsiveness

4. Name the six warfighting functions and which one does Human Resources Support belong?

Mission Command
Movement and Maneuver
Intelligence
Fires
Protection
Sustainment

TERMINAL LEARNING OBJECTIVE

ACTION: Communicate Army Human Resources (HR) Doctrine

CONDITIONS: Given classroom instruction, assigned readings, FM 1-0 (Human Resources Support), ADP 3-0 (Unified Land Operations), ADRP 3-0 (Unified Land Operations, ADRP 6-0 (Mission Command), FM 6-0 (Commander and Staff Organization and Operations) and awareness of the Operational Environment.

STANDARD: Demonstrate an understanding of HR doctrine through classroom participation, practical exercises, and scoring 70% or higher on the Brigade S-1 Operations Course final exam.